



The Water Herald

Learn from your peers

Jan-Mar 2008 Issue 3 Vol. 4



Water is life, sanitation is health



Robert Bintu

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Plot 39 Jinja Road, Kampala
P.O. Box 7053 Kampala-Uganda
Tel: +256 414 315 100
Fax: +256 414 265 929
E-mail: watereditorial@nwsc.co.ug
Website: www.nwsc.co.ug

Editor's Note

Dear Readers,

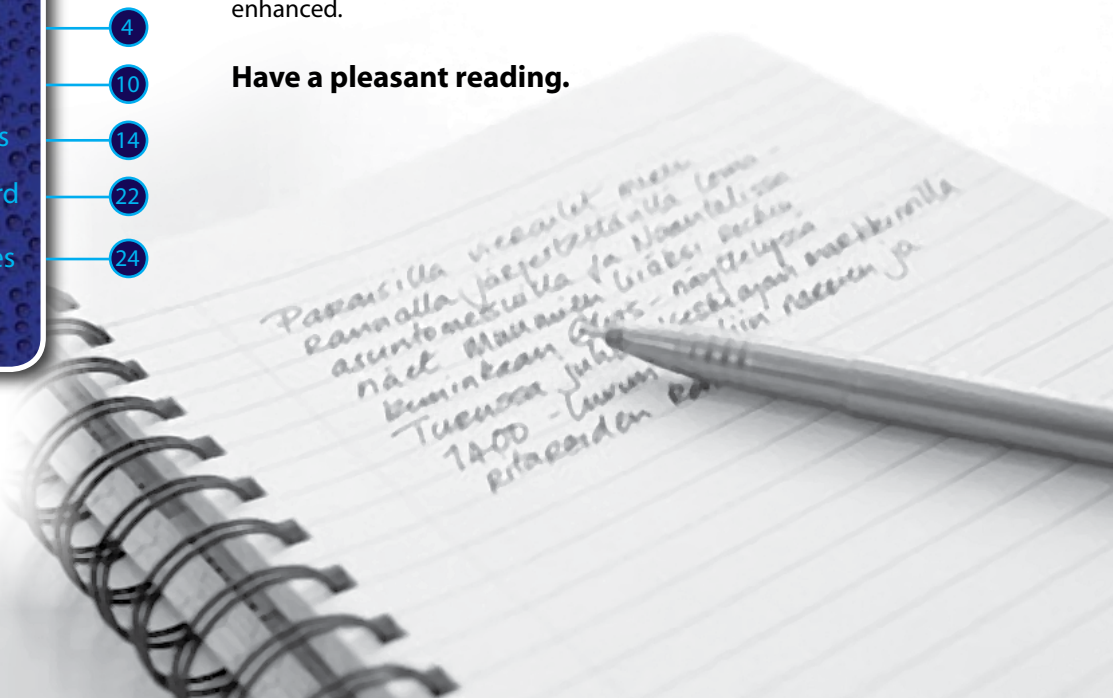
The editorial team wishes to register their appreciation for the support the entire readership has continuously given, that has made it possible for the continuous postings on key happenings in NWSC. The editorial team presents to you, the 3rd issue of Volume 4 of the Water Herald publication.

As always, the intent of this informative tool is to provide happenings in terms of success stories and drawbacks from the Corporation. This issue highlights achievements and initiatives undertaken in the January–March 2008 quarter. A number of Areas recorded improvements especially in billing, revenue collections, increasing access to NWSC services and levels of customer service among others. This publication also brings you a number of initiatives from the different divisions undertaken to improve on the service delivery to our customers such as the element of market financing of NWSC Investments, Pre paid system for the urban poor and implementation of the Kampala Sanitation Programme.

The editorial is also pleased to feature the thoughts of a one of the Managing Consultants in Kampala who has been watching the workings of NWSC from a distance. We are convinced that you will find those thoughts inspiring for any operational and strategic planning.

We hope through this newsletter, which has continued to register increasing readership, greater knowledge sharing can be enhanced.

Have a pleasant reading.





Dr. William Muhairwe

Managing Director's Message

Dear readers,

We are yet again happy to present to you our newsletter "THE WATER HERALD" for the quarter January–March 2008. I am pleased to inform you that NWSC has acquired Kaberamaido as a new service area. This project as well as other will form a long in extending our services to the population of this country. The Corporation has underscored the need for research and training to ensure improvement in its delivery of services. This is the reason as to the importance of having a modern training and research facility to promote good governance and improve sector performance amidst increased capacity demands.

NWSC has undertaken to establish a modern research and training facility to help in the improvement of information insemination and improved services especially in the water and sanitation sector. No organization can grow its business without a strong component of research and training within its operations and no meaningful reforms can proceed without significant Capacity Building. A number of stakeholders including academic institutions as well as multinational aid agencies are in total support of this initiative.

NWSC was also privileged to attend the 14th Congress of the African Water Association (AFWA) under the theme "Partner and good governance to reach the Millennium objective for development in the African water and sanitation sector", which brought together all decisions-makers of the water sector in Africa. This event was good at providing a forum in which solutions for water sector problems could be found through brainstorming and partnering with sister institutions to ensure improved service delivery of water and sanitation services on the African continent.

In endeavoring to serve you better, NWSC is undertaking a new concept aimed at improving the services delivered to you our esteemed customers. The IDAMC III concept highlights the key innovations to be introduced in the next phase of the contracts. These innovations include the loan scheme for financing Area Capital Investments and the proposed Area Water Councils as some of the key ingredients.

In conclusion, NWSC is geared towards improving the customer satisfaction with the service delivery. We are thankful to our readership for their continuous support in promoting this publication.

Enjoy reading this issue!!



Engineering Services Division

The mandate of the Engineering Services Division is to provide technical support to National Water and Sewerage Corporation (NWSC) Areas of operations and undertake major capital development programmes. The technical support activities include block mapping services, static plant maintenance activities, quality control and facilitation & overseeing of delegated works implemented in the Areas. The following Key achievements were made during the January – March 2008 quarter.

New Service Area

The Division is excited to announce that a new service area has been acquired by NWSC. Kaberamaido has been handed over to the corporation from the Directorate of Water Development

under the Small Towns Water and Sanitation Project being undertaken by the Government of Uganda and boasts of a 65Km transmission line fed from the Soroti reservoir, one reservoir of 150m³, a distribution network and two water borne public toilets. There are currently about 150 connections.

In House Training

In a move to improve performance in the areas a refresher training course for all Area Engineers and Branch Engineers was held at the training centre in Kampala from Monday 18th to Saturday 23rd February 2008. Members of the Division also attended a customised Investment training workshop from 26th -27th March 2008 to enhance their investment and project management skills.

Field Meetings by NWSC Board Members

In March, the Technical Committee of the Board visited Mukono, Seeta, Lugazi, Jinja and Iganga areas. In Jinja, their visit to the town council offices with NEMA officials culminated in the closure of two industries that were releasing untreated waste water into the NWSC sewers. This was indeed a big achievement for NWSC given that the companies' illegal disposal had caused a foul smell to engulf the town due to the inability of the sewage ponds to treat that type of waste.

Block Mapping

Under Block mapping services, detailed surveying of consumer properties and NWSC assets in Hoima town was carried out. A total of 1,850

consumers had been surveyed and mapped by the end of the quarter. Block map updates in Entebbe and Lugazi was also carried out in addition to finalization of digitization of Gulu maps. Further to the above, the block mapping team carried out processing of block-maps for Bukoba and Muleba water services towns and trained staff in block mapping and leak detection under the auspices of UN-Habitat External Services assignment to NWSC External services unit.

Static Plant Maintenance:

All the scheduled planned preventive maintenance activities for nineteen NWSC service areas were successfully done. The following were installed as per the replacement plan: two new booster pump sets in Kacwamba booster station, Fort portal area; one new sewage submersible booster pump set in East Bugolobi, Kampala Water; two new sewage booster pump sets in Police and prisons sewage booster stations in Mbale and a new sewage booster pump set in Kirinya booster station, Jinja area. In addition to these PPM activities and replacement/ installation of assets, the following key corrective maintenance tasks were successfully executed: repair of the standby power treatment Generator set for Arua Area; replacement of an electronic unit for the engine fuel injector pump for Arua area; overhaul of raw water pump sets for Masaka and Tororo Areas; and repairs of the standby power treatment generator set for Gulu area.

Quality Control

In the department of Quality Control, water and sewage quality monitoring of all Areas was done according to plan. Target achievement of physico-chemical quality compliance was 95.5% while bacteriological quality compliance was 99.2%. Water/Sewage treatment processes and quality assessment (quality audits) visits to Hoima, Masindi, Entebbe, Masaka and Jinja Areas were carried as part of regulation of activities in the areas. In addition, all customer complaints relating to water quality were responded to by field visits, monitoring and laboratory verification within 12 hours. ISO/TQM training continued in preparation for Certification in the towns of Kabale, Mbarara, Bushenyi-Ishaka, Kasese and Fort Portal and renewal certification of Jinja.



**Katooma Waterworks, Mubende*

Mains Extensions:

During the 3rd quarter of the FY2007/08, 36kms of pipes and associated fittings for water mains extensions and 6.5kms of pipes for sewer mains extensions were procured and delivered to Areas and implementation of the extensions is in progress in all Areas. Implementation of works contracts for water mains extensions to Mt. St. Mary's Namagunga in Lugazi and to Kanginma Hospital in Mbale Area co-financed by the Directorate of Water Development (DWD) was started and is progressing well. In addition the water mains extension to Mella Sub-County headquarters in Tororo Area co-financed by the Nile Basin Initiative was started and is also progressing well.

Reservoirs

The tendering of works for construction of reservoir at Pokea seminary in Arua Area was completed and the Contractor has started the construction and is scheduled to be finalized before the end of May 2008. The contract for construction of reservoir at Bwala in Masaka Area was signed and works is to be completed before the end of June 2008.

Other Ongoing Projects:

In addition to the above tasks, NWSC has a number of on going projects which include the following:

Entebbe Water Supply and Sanitation Project:

The project was aimed at rehabilitating and expanding both the Water and Sewerage systems in Entebbe and is now in the last quarter of the Defects Liability Period. The new plant has a capacity of 18,000 m³ per day and currently operates at half its capacity as the demand and new connections expected after the transmission mains to Kajjansi becomes fully operational is awaited. The remaining works (Variation Order No.5) entail extension of water transmission mains to Kajjansi, to Akright Kakungulu Housing Estate and to Garuga and are at the final stage. In addition sewer extensions for the new Entebbe domestic terminal and the Statehouse Ceremonial building were made.

Rehabilitation and Expansion of Gulu Water Supply and Sewerage System:

The project is aimed at rehabilitating

Division Achievements

and expanding the water and Sewerage systems in Gulu. Funds for project are currently being sourced from Development Partners. However, emergency works have been curved out as a stopgap measure to improve water supply. The scope of works involves laying of a DN300 raw water pumping main and rehabilitation works at the treatment plant. Surveying of the pipeline route is complete, and the compensation process for properties that shall be displaced is being carried out. Orders for the pipe and fittings have been placed and rehabilitation of the office block is substantially complete.

Kampala Water Supply Network Rehabilitation Project:

The project aims at reducing the level of unaccounted for water (UfW); increasing the customer base; strengthening the network in order to boost pressures in the remote areas and increase the viability of the peri-urban extensions in Kampala. The activities completed under the project include: Reinforcement of pipeline from Ntinda – Naalya – Namugongo and Gayaza Rd. Construction of steel reservoir in Kireka Hill and installation of mains along Jinja road is on-going.

Mukono-Seeta Water Supply and Sanitation Project:

The main objective of the Project is to improve the health and socio-economic situation and thereby the productivity of the people of Mukono/Seeta through the provision of safe drinking water and promotion of sanitation. The project is being implemented in three phases. **Phase one** involved laying of 10Km of DN 400/300 mm diameter transmission main and 35km of distribution pipeline and it was completed. **Phase two** involves construction of the Mutungo-Namanve transmission line, four reservoirs and the associated hydraulic connections, a booster station, and a preliminary distribution network. This phase is currently being implemented. **Phase three** will concentrate on the intensification of the distribution network and installation/construction of a sewerage system.

Kampala Peri-Urban Project:

The project aims to improve water supply to the peri-urban areas around Kampala. Water mains extensions have been made in the areas of Matugga, Kyanja, Kyeyagalire, Kirinya, Bulenga, Lubowa, Bunamwaya, Seguku,

Nansana/Naalya, Kiwatule-Nabe Road, Bulenga-Kikaya, Buziga, Kiwatule, Mugongo Road, Kinawa-Mugongo, Kamwokya-Kifumbira, Kiteezi and Buddo/Nabingo.

10kms of distribution mains is to be extended from Bulenga to Buloba on Kampala-Mityana highway. The estimated cost of the project is U.Shs 300million. Evaluation of tenders for the consultant was concluded and is pending Board approval.

Jinja-Njeru Waste Water Project:

The project is aimed at building a new waste water treatment facility that will combine both municipal and industrial waste water for Jinja-Njeru. The feasibility study reports were submitted and reviewed by NWSC. The location for the Sewage lagoons has been identified and land is to be acquired after a detailed design has been made. The philosophy for this project is Public Private Partnership and in this regard, NWSC is to partner with Nile Breweries who are to contribute about US\$ 2-3 Million on agreed terms.

Bushenyi Water Supply Project:

The objective of the project is to rehabilitate and expand the water supply and sanitation systems in Bushenyi. The Consultancy study currently undertaken involves a feasibility study of water resource potential for raw water abstraction and a detailed engineering design for the water supply and sanitation system for Bushenyi. Bids for the construction works have been received and evaluation is ongoing.

Soroti Water Supply Project:

The project involved rehabilitation and expansion of the Soroti water works, construction of a new reservoir on Opiyai rock, transmission and distribution lines in town, and a 65Km transmission line to Kaberamaido and acquisition and rehabilitation of a new office block. The works were commissioned in January 2008 and are fully functional.

Iganga Water Supply and Sanitation Project:

The project involved construction of a transmission main and booster from the reservoir in Jinja to Iganga; demolition of the existing reservoirs and construction of new reservoirs;

installation of distribution and intensification lines as well as house connections; rehabilitation and expansion of sewerage network and treatment plant, public sanitation facilities and solid waste management facilities. The project has been substantially completed. NWSC has taken over management of the existing system from the private operator.

Arua Treatment Plant Project:

The project aims at improving the quality of final water from the treatment plant. Construction of filter units and a clear water tank is underway. Other minor refurbishments will be undertaken after the major works have been completed. The tenders for the construction works was awarded to M/S Med technologies. The contractor has relocated existing pipes within the project area. The works commenced in February 2008.

Emergency Construction of Gaba III Intake:

The project aims at negating the effects of the high level of pollution in the Inner Murchison Bay, and the sudden fall in the Lake Victoria levels at the Gaba water works. The evaluation of bids for the works contract was completed in October 2007. Negotiation is currently underway to obtain funds for the works from the French Development Agency.

Emergency Construction of Jinja/ Walukuba Intake:

The project aims at negating the effects of the sudden fall in the Lake Victoria levels, which exposed the raw water pipelines at the Jinja water works. The evaluation of bids for the works contract was completed in August 2007. Negotiation is currently underway to obtain funds for the works from the French Development Agency.

Despite the above achievements, there are however a number of general constraints faced that has hampered effective performance. These include ever increasing energy costs and general costs of inputs which have resulted in increase in overall production costs. In addition, there has been a delay in receiving some imported construction materials for projects due to the temporary closure of the Kenya Ports Authority offices during the post-election violence that spilt over into January 2008.



Institutional Development and External Services Division

The mandate of the Institutional Development and External Services Division of the NWSC derives from her vision and mission of becoming "A centre of reference for international best practises through provision of innovative and un-equalled the institutional development initiatives and external services. In line with the division's vision and mandate, a number of key achievements were registered during the January to March 2008 quarter. These achievements are highlighted below;

External Services

- Bid documents for Request for proposal for a Northern Uganda project funded by USAID were received in early February 2008. The proposals were prepared and submitted in association with two separate American firms. Contract sum estimated at about US\$ 3,000,000. The award of the

contract is awaited.

- Under the Capacity Building Programme focussing on Small Towns funded by GTZ, the NWSC ES team facilitated the preparation of a Performance Improvement Plan for Kisoro Town run by George and Company, a private water operator in the month of February 2008.
- A team of 13 persons from from Naivasha Water and Sewerage Authority (NAIVAWAS), The Rift Valley Water Services Board (RVWSB), Kenya, the Water and Sanitation for the Urban Poor (WSUP), UK and NWSC, Uganda held a four day meeting at the NWSC training centre from 19th – 22nd February 2008. The team drew up a work plan for assessing the longer term development requirements to improve NAIVAWASS operations and service provision to the urban poor.
- A team of four (4) travelled to Zanzibar to carry out a Situational

Analysis and Needs Assessment for preparation of the Strategic Business plan for Zanzibar Water Authority (ZAWA), Tanzania in the first week of March 2008.

- NWSC won a contract from Electro-Gaz (Rwanda) to Develop Commercial and Water Resources Management Policy and Operational Manuals. The tender notification was received in mid March 2008. Preparations for start of the contract are underway.
- The first quarter Performance Evaluation of the Performance Improvement Programmes for Bukoba and Muleba Towns under the UN-Habitat Assignment was concluded in mid March 2008. Some tangible improvements have been registered.
- An amendment to the Cooperation agreement between NWSC and UN HABITAT was finalized. An additional sum of US\$ 42,000 was added for the implementation of a business plan for Zanzibar Water Supply and Sanitation Project. A team shall travel in March to carry out this assignment.
- A team represented NWSC in the 14th AfWA Congress in Cotonou, Benin from the 25th to the 29th February 2008, and participated in exhibition to market NWSC and External Services. Many of the delegates visited the stall and showed keen interest in the activities carried out by NWSC. The team was also able to visit SONEB, the water utility serving Cotonou where they had a chat with the Managing Director. Draft MoUs are being discussed with Central Water Authority, Mauritius and SONEB, Benin as a result of this visit. Further to this, NWSC was selected as the official host for the 15th AfWA Congress, 2010. This Congress will bring together over 500 delegates from all over the continent.
- The shooting of a short documentary commenced showing NWSC at a glance.

Bench marking

- NWSC hosted two (2) officials

Division Achievements

from Lagos State Water Board, Nigeria from 17th to 21st March 2008. The delegation comprised of a technical manager in charge of distribution and one of the key commercial officers. Their visit focused on learning more about the technical and commercial activities of NWSC.

- A group of seven (7) officials from Kaduna State Board, Nigeria comprising of Commercial and Financial officers visited NWSC for a one week benchmarking tour/ capacity building programme during March 2008. Training was carried out in financial and commercial aspects at the NWSC Training Centre. Field visits were held in Kampala, Jinja and Entebbe in which the delegation was exposed to operations in the NWSC areas.
- NWSC hosted nine officials from the Kagera River Basin, under the Kagera Trans- boundary Integrated River Basin Management Project of the Nile Basin Initiative on the 17th March 2008. The team comprised of officials from Burundi, Rwanda, Tanzania and Uganda. During their half day visit to NWSC, the team was exposed to the operations under water production in Kampala.

Research:

- A meeting was held late January 2008 for staff interested in carrying out PhDs. This was followed by a lunch seminar in March 2008, in which four presentations were made. The presentations included two progress reports on two ongoing studies by Frank Kizito (Network Information Systems Manager, Kampala Water) and Richard Oyoo (Quality Assurance Manager, Kampala Water). Two officers made presentations on their areas of proposed research.
- A meeting was held with the Vice Chancellor of Siegen University, Germany on future collaboration in third week of February 2008. Discussions covered areas of collaborative research; sourcing funding for research and training and possibilities for joint research at Makerere University and Siegen University for NWSC employees. A draft MoU was prepared and

submitted to the Vice Chancellor, Siegen University for comments.

- Three students from UNESCO – IHE, Institute for Water Education, Delft, The Netherlands including two staff members spent about two months carrying out field work/ data collection for their Masters research during the months of January – March 2008.

Training

- During the quarter, the division in liaison with the engineering services division organised a refresher training course for all NWSC Engineers from 20th to 22nd February 2008. The training modules were designed to equip engineers with very relevant knowledge and skills to enable them execute their duties more effectively and efficiently.
 - o Operations and Maintenance Practices
 - o Unit Operations
 - o Infrastructure systems design
 - o Investment Appraisal and Financing
 - o Procurements of Contracts and Management
 - o Professional career development
- The training was very successful, having been facilitated by a competent team drawn from NWSC's internal pool of qualified and experienced engineering managers and chief managers.

Monitoring and Evaluation:

- The Division, in liaison with other divisions successfully completed the bi-annual performance evaluation for all Areas of NWSC. A two (2) day evaluation workshop was held from 13th to 14th March 2008. Presentations were made by the respective division heads. During the IDAMC evaluation workshop, presentations were made on the global and Area by Area performance under Operational Efficiency, Commercial Efficiency, Financial Efficiency and Administrative Efficiency performance Areas. The winning Areas in all these performance Areas were awarded trophies and cash

prizes. Also during the workshop, the IDAMC III concept paper was presented to the Area Managers, highlighting the key innovations to be introduced in the next phase of the IDAMC III contracts. These innovations included the loan scheme for financing Area Capital Investments and the proposed Area Water Councils as some of the key ingredients for the IDAMC III

Projects, Monitoring and Evaluation

- The team has been actively coordinating the Investment Planning assignment, sponsored by GTZ and EU, and is being executed by PEM/Serefaco Consultants. The team recently coordinated a workshop where all Area managers had a concentrated discussion with the PEM/Serefaco consultants to understand the key outputs of the investment planning assignment. During the workshop, the consultants presented short term investment plan for NWSC. Discussions were held with the respective Area Managers to identify gaps in the investment plan and form a way forward. The assignment is expected to be completed by May 2008
- The division has also been supervising the construction of the state of the art training and external services resource building at the training centre. The project is progressing well. Casting of the second floor slab on the main elliptical structure and the annex was completed during the quarter, translating into 70% completion of the super structure.
- The Appraisal, Evaluation and Prioritisation of Mains Extensions for the 2008/2009 NWSC Capital budget was completed during the quarter. This exercise ensured that only projects with a positive net present value are given first priority in the capital budget for 2008/2009, thereby enabling NWSC to re-inject funds in financially viable investments.

Commercial and Customer Care Services Division

Compiled by Geoffrey Jungiera



The mandate of the Commercial and Customer Care Division is to market NWSC services focusing on Customer Care and Quality Service Delivery. It is charged with instituting and implementing measures that will significantly maximize the billing and collection efficiency hence improving the viability of the NWSC. During the period October to December 2007, emphasis was put on the arrears reduction drive to improve on the collection efficiency.

Meeting with the Government Accounting Officers

The main agenda of the quarterly meetings with the government ministries officials is to establish close working relationship with the ministries as valued customers with ultimate objective of reducing their arrears on water bills. As at end of March 2008 the Government arrears stand at **Ushs. 17.2 Bn**, (of which **Ushs. 10 Bn** relate to FY 2005/06 and 2006/07), representing **42%** of total arrears portfolio.

On the **11th February 2008**, the division called a meeting to follow up and review the strategies agreed to address this situation. In order to reduce the government ever increasing arrears the following activities and timeline were agreed upon:-

- The Ministries should make adequate budget provision for water including accumulated arrears. Before the budget estimates are submitted to MoFPED they should be agreed between the Line Ministry and NWSC.
- The ministries should copy to NWSC their budget estimates submitted to MoFPED.
- NWSC to submit to all ministries their closing balances at the end of every financial year in the first month of the current financial year.

The MoFPED explained that the payment of arrears depends on the age. However, the meeting resolved that the ministry considers payment of these arrears to avoid crippling the operations of NWSC. It is important to note that, through dedicated effort, the division managed to collect overdue arrears totalling to **Ushs. 2.2 Bn** from Ministry of Defence in the month of February 2008.

Other Arrears Reduction Efforts

Growing arrears on other categories of our customers' accounts, other than the government ministries, are handled using different strategies, most popular among which are engagement of debt collectors and bad debt write-off.

Bad Debts Write-offs

- The Board introduced quarterly presentation of bad debts for write-off. To this effect, during the quarter the division successfully presented to the Board bad debts from various areas for write-off to the tune of **Ushs. 480 million**. This followed thorough and exhaustive investigations of the accounts and verifications of the debts to prove that they are irrecoverable. The benefits of the quarterly write off of bad debts are that:-
- Areas have become vigilant in avoiding generation of debts which they cannot recover to control arrears growth.
- Any debt which is difficult to recover, even through debt collectors, can be written off.
- The corporation has a benefit to **claim VAT** that has been paid on those debts if management can prove its case before the Uganda Revenue Authority.
- All areas have now engaged **debt collectors** to reinforce their arrears reduction efforts. New guidelines have been issued to the areas and amended contractual framework that allows the debt collectors to distress some 'stubborn' customers with huge arrears. Reports from areas, especially KW, indicate that this strategy is bearing fruits.

Implementation of the upgrade of Custima Billing System to Hi-affinity

The division is now in the implementation stage of the Hi-affinity product of the billing system. Starting March 2008 work has been going on closely with **DSTI International**, the Consultant from South Africa to carry out the following activities:

- **User Acceptance Testing** of the product to ensure that it meets the corporation billing requirements as in its functionality and report generation.
- **Knowledge transfer** and **capacity development** among the trainers (Billing Officers) chosen from all NWSC regions and pilot areas i.e. Kampala, Jinja, Entebbe and Mbarara.

After these, training and roll out of the system to the **3 Areas** of Kampala, Jinja and Entebbe will take place by June 2008.



Promoting Sustainable Development in the Water Sector: Overview of the 14th Congress of the Africa Water Association

*Compiled by Dr. Rose Kagwa and Robert Bintu
External Services Department*

The African Water Association (AfWA) is a professional association whose membership is made up of African water utilities, professionals in the African water sector as well as environmentalists. It started out as the UAWS (Union of African Water Suppliers) in 1980, whose original purpose was to serve as an apex organization for its member African water utilities, carrying out among other things lobbying and advocacy, benchmarking, support and capacity building. The organization is marking its twenty-seventh anniversary this year. The AfWA Headquarters are in Abidjan, Cote d'Ivoire and its current membership covers 35 African nations, including Uganda (represented by the National

Water and Sewerage Corporation). The association is run on a self sustaining basis.

From February 23rd to 28th 2008, all the world actors of water and environment met in Cotonou in Benin for the 14th African Water Association Congress under the theme "*Partner and good governance to reach the Millennium objective for development in the African water and sanitation sector*". The National Water and Sewerage Corporation (NWSC) were invited to participate in this event which brought together all decision-makers of the water sector in Africa. This event was good at providing a forum in which solutions for water sector problems could be found through brainstorming.

The congress was held in the Capital city of Benin, Cotonou at the city's conference center (Palais de Congres). The Congress was officially opened on Monday 25th February 2008 by the Interior Minister who represented the President of the Republic of Benin. The Congress began with an Executive Board Meeting on 23rd February 2008, where NWSC was represented by The Board Chairman and Chairman Technical Committee of the Board. Discussions on strategic issues which affect the Association (AfWA) as a whole and the individual organizations that make up the AfWA were held. The meeting brought together Board Members and Managing Directors of all the utilities under the umbrella of the Association and was chaired by the President of AfWA, Mr. Mamadou DIA.

The opening ceremony was grand and characteristic of Traditional Dancing by some of the local group bands as well as the professionally hired entertainment for the occasion. From the 25th to 28th February 2008, a series of sessions were held that tackled various water and sanitation issues under different categories including Financial and Commercial Management, Human Resource Management, Institutional And Legal aspects, Water Partnerships, Rural Water Supply, Urban Poor Management, Non Revenue Water Challenge and Sanitation and Environment. All issues were discussed in context with the achievement of the Millennium Development Goals in the Water Sector in Africa.

An Exhibition Area was constructed and partitioned into well designed stalls and rented out to a number of manufacturers, suppliers and other exhibitors. In attendance was the External services team whose mission at the Congress was to use the opportunity to market its services in the African market. The exhibition attracted people from far and wide including the general public of Benin. A lot of interest was shown in the activities of NWSC from both the exhibitors, participants and the general public.

The closing session of the congress was highlighted by hosting of all participants and exhibitors to a Dinner. It was hosted at the Sheraton Hotel in Cotonou – Benin by the biggest sponsor of the congress, Saint-Gobain. The congress was then closed on Thursday at 12.30 p.m. by a representative of the Minister of Water and Energy. Amongst the speeches made was the call for the 15th AfWA Congress to be held in Kampala in 2010 delivered by the Chief Manager (Designate) Finance and Accounts, Mr. Alfred Okidi.

Positive Outcomes for NWSC

- The NWSC Managing Director was



Board Chairman (R) and Chairman Technical Committee of the NWSC Board in attendance at the congress

elected as the official vice president of AfWA for the next two years up to 2010 in charge of the East African Region and a representative of the Board.

- NWSC were unanimously voted as the official hosts of the 15th Congress of the African Water Association to take place in 2010. This is an opportunity to market Corporation throughout the continent
- The External Services team was able to market the services offered under the Unit in which many of the delegates visited the NWSC stall and expressed interest in

activities carried out by NWSC and as such, two expressions of interest are being discussed with Central Water Authority, Mauritius and SONEB, Benin for possible partnerships under the External Services arrangement.

- The Water Operator Partnership (WOP) for the Eastern Africa Seminar was also confirmed to be held in Kampala in April 2007 which will attract all key stakeholders of the water and sanitation sector in the region.

Collaboration Between NWSC and KCC in Water Quality Management Activities within Kampala City

By Sarah M. Tibatemwa, Principal Analyst



KCC officials in a group photo with representatives from the NWSC Water Quality Department

The need for collaboration between the National Water and Sewerage Corporation (NWSC), as a service provider, and Kampala City Council (KCC) is an issue that has long been emphasized between both organizations. While KCC oversees and provides various services to the residents of Kampala City, NWSC is a water and sewerage service provider. The two work for the good of the same population and as such collaboration is an uppermost strategy.

The NWSC Quality Control Department is charged with ensuring that water supplied by NWSC in all its areas of operation conforms to National Drinking Water Quality as well as World Health Organization (WHO) Guidelines

for Drinking Water. The Department has in place schedules for water quality monitoring from source to consumption at the tap, to ensure that quality is maintained as per standards. Such standards are based on health targets set by the World Health Organization.

KCC Public and Environmental Health Department is charged with ensuring health based targets are met within Kampala City. Included in their duties is monitoring of all possible sources of water used by the residents of the city for domestic purposes. Each Division has a number of Public Health staff attached to it to carry out among other activities monitoring of water sources. Such water sources include tap water

distributed by NWSC, spring water and ground water within the city limits.

Collaboration between KCC and NWSC

After discussion with the KCC Chief Health Inspector and his team, it was found profitable for the two institutions to be in constant collaboration in the area of water and sewerage supply services to enhance benefits to the city residents. It has been agreed that the two Institutions work under the following framework:

- KCC appoints a particular Public Health Inspector in each Division to take responsibility of water related issues.
- Likewise, NWSC shall appoint an Analyst to be responsible for each Division and handle all issues related to that particular Division.
- Constant sharing of water quality related information between the two offices and any report emanating from the division.
- NWSC shall provide a weekly brief on the water quality status of Kampala to KCC
- Holding of quarterly meetings between the Chief Health Inspector KCC with the NWSC Quality Control Manager to update each other on water quality issues within the city.

During the month of February 2008, a joint workshop was held at the NWSC Training Center. The well-attended workshop was intended to be the first activity to concretize the collaboration between the two Institutions. During the workshop attended by both NWSC and KCC technocrats, the nature of collaboration was finalized and the official take-off was to await a formal function between the Top Management of the two institutions, during which a Memorandum of Understanding (MOU) shall be signed.

MARKET FINANCING OF NWSC INVESTMENTS

*Compiled by David Isingoma,
Manager Corporate Planning*

Parliament recently authorized the write off of the NWSC debt obligations to Government totalling Ushs 154 billion through conversion to equity. One of the key considerations for this waiver was the NWSC need to invest substantial amounts of money to address the critical needs of the urban population in the medium term. Over the next five years, the Corporation plans to undertake an investment programme totalling Ushs 168 billion. As a means of eking and leveraging its own resources, the NWSC is therefore currently exploring ways to raise finance from the financial and capital markets to facilitate the implementation of its investment programme. The following are the merits for the Corporation accessing market finance:-

- Now that the Corporation has no long term debt obligation to GoU, the NWSC is in a position to go to the market and leverage its cash flows, thus allowing internally generated funds to cater for the less costly investments.
- The leveraging of the Corporation's cash flows will result into accelerated implementation of the investment programme which will, in turn, rapidly improve the market and revenues to the Corporation. This would not be possible using the Corporation's internal resources only.
- Despite the tremendous success achieved to date with the mobilization of grants, donor funding is becoming more difficult to access. Consequently, there is an increasing need to draw on commercial sources of finance to expand the capital works, and provide increasing levels of service. It should be noted, however, that donor and Government funding shall still be necessary for major long term and social mission

investments.

- In line with the Corporation's strategic objective of being listed on the stock market, the use of market finance is one of the key milestones in the process towards attaining this goal.
- Accessing market finance shall enable the Corporation to maintain a healthy debt-equity ratio on the balance sheet and thereby minimize the Corporation's tax exposure.

There are two financing options for market financing are available to the NWSC. The first option is through the Commercial Bank Loans which are quick to obtain and easy to terminate through early payments. However, this option faces a number of drawbacks and risks. These include a more expensive (16%- 17%), a rigid payment terms, shorter loan tenors (5-7 years), stringent supervision from lender and high Interest rate risk.

The second option is through Bond Issuance which are cheaper (10-14% interest rate), have a longer tenor (10-12 years) and therefore matches the funding maturity profile to the asset life profile, have a fixed interest rate over the debt service period giving certainty for planning purposes, have greater flexibility for fund management, can be opened to financing a longer term investment programme and help establish a credit curve and build a track record in the capital markets. However, the drawbacks associated with this option are that they are more complex to develop and are slightly slower to obtain funding for. There is also the risk of issuing bond before project is ready, thereby weighed down with idle funds.

From the foregoing, the pursuance of the Capital Market Bond was preferred based on the advantages stated. The Ugandan Bond market is nascent, and

management, with support from the World Bank, has made preliminary enquiries around this opportunity. Preliminary feelers have been made with the National Social Security Fund (NSSF) and National Insurance Corporation (NIC) which are very optimistic and willing to provide finances.

The preferred option is a limited placement in which one major provider e.g. NSSF, will buy up the majority of the Bond, say 95%, and the 5% could be let to other market players. This will make the funding cheaper and more credible. The bond issuer (in this case the NWSC) shall also be required to meet upfront costs (in the region of 1% of the issue cost). It may also be necessary to obtain a third party guarantee for a portion of the first issue (say from a local Bank) to reduce the cost and risk exposure of the lender. This will have cost implications of about 1% on the cost of borrowing. The total borrowing cost would then be in the region of 14-15% per annum.

Although the Bond is a preferred option, this does not preclude the use of other sources of market finance since the NWSC investment needs are enormous. The key guiding principle for the Corporation will be seeking finance which is favourable and cost effective for the NWSC.

The conversion of NWSC long term Debt into Equity will not enable the NWSC finance its entire investment programme in the future. This is because, as acknowledged by the Cabinet Reform recommendations for the Urban Water Sub -Sector, the present tariff does not cover full costs. This situation therefore calls for continued Government support in as far as the non viable and new investment installations such as water treatment plants are concerned.

Kampala Sanitation Program:

Sanitation Measures for Protection of the Lake Victoria

The program for the Protection of Lake Victoria through improved Sanitation and Sewerage in Kampala is a multifaceted intervention combining infrastructure development, wetlands management and improving on-site sanitation management in the city of Kampala. The program arises from the need to protect the Inner Murchison Bay of Lake Victoria from the increasing pollution resulting from inadequate waste water management in Kampala. Currently less than 6% of the urban population is served by the sewerage system of Kampala. It is estimated that only 40% of this arrives at the sewage treatment plant and a significant portion of the rest is discharged into wetlands around Kampala. Majority of residents (93.3%) use on-site sanitation systems which often discharge effluent into the environment untreated.

The impact of poor environmental sanitation and hygiene is evident in Kampala especially in the low-income residential areas which have reported a high incidence of sanitation related illnesses such as diarrhoea as well as high levels of morbidity and mortality especially among children. Predictably, Kampala has been hit by a number of cholera out-breaks in recent years, indicating that current approaches to sanitation as well as household hygiene practices need urgent improvement in order to match socio-economic and environmental needs.

Furthermore, the Inner Murchison Bay area of the Lake Victoria is the principal and only long-term source of raw water for Kampala city. However all liquid waste effluents from the city including the sewage from the National Water and Sewerage Corporation (NWSC) plant at Bugolobi is at the same time discharged in the same inner Murchison Bay through Nakivubo swamp. The situation is compounded by the

recent widening of the channel, which partially disorganised the natural setting of down stream flora such that pollutant loads are rapidly conveyed into the lake with very limited removal.

Program Objectives

The Protection of L. Victoria program aims at improving sanitation through upgrading and expanding the sewerage system and implementing appropriate and sustainable on-site sanitation solutions. The program will also improve the environmental protection by reinstating the natural treatment capacity of Nakivubo wetlands within Nakivubo catchment area. This shall contribute to safeguarding the water quality of the L. Victoria as the most important drinking water resource in the region.

Program Beneficiaries

The target group is the population of Greater Kampala, in particular the poor residents of slums and peri-urban settlements, particularly those with on-site sanitation facilities. Other beneficiaries will be communities and organisations whose livelihood and economic activities depend on the Lake Victoria (for example local fishermen).

Program Financing

The program is co-financed by the European Union through its Water Facility (6.99 million Euros), the Federal Republic of Germany through German Financial Cooperation KfW (6.0 million Euros) and the National Water and Sewerage Corporation (1.0 million Euros).

Program Implementation

The key players in the program implementation are:

- NWSC who are Program Implementing Agency.

- Kampala City Council (KCC) who are partners of NWSC in service provision.
- GTZ who shall provide technical assistance to NWSC and KCC.
- KfW being the coordinator of German Development Cooperation in the focal area of urban water supply and sanitation supervising the implementation of the contribution from German Financial Cooperation.
- EU shall also play a supervisory role in project implementation.

Other players include the National Environmental Management Agency, the Ministry of Health and the private sector as well as the local population as the main beneficiary.

Program Outputs

- Increased sewage flow volumes through network improvement.
- Improved treatment of sewage generated in the city through limited civil, mechanical / electrical repairs and rehabilitation to re-establish the original capacity of the Bugolobi Sewage Treatment Plant.
- Enhanced treatment capacity of the Nakivubo swamp attained through increased pollutant retention time for natural treatment.
- Developed and tested best practices for cost effective, hygienic and environmental-friendly collection, haulage and disposal of pit latrine sludge.
- Improved on-site sanitation and sludge management at households.

This program is timely, as its implementation falls during the International Year of Sanitation, and will go a long way in contributing towards achievement of the PEAP and the Millennium Development Goals 1, 4 and 7 that address poverty reduction, child mortality and environmental sustainability.

A Historical glance at the Origin of the NWSC Performance

Compiled By Yann Jondeau, UIRP Manager, Kampala Water

The Uganda piped water supply, which was funded by the UNDP/World Bank "Seven Towns Water Project" in the early 1980's, covered 37% of the entire population. 60.3% of Entebbe population had direct access to piped water, 54.1% in Jinja but only 13.7% in Kampala. The poor performance of Kampala was mainly due to the rapid population growth. Nevertheless, despite a low covering ratio, it was estimated that at least half of the population in Kampala population had direct access to piped water, either by using the public stand pipes or by buying water from a neighbor who had a water connection. However, the other half of the population still relies on Mother Nature to get water.

The daily production of Gaba station increased from 40,000 m³ in 1984 to 55,000 m³ in 1988. On 1st June 1988, The Weekly Topic Newspaper reported that the Gaba pumping station was rehabilitated after a ten-year interruption. Water could finally reach the taps in Bukoto and Ntinda. However, Gaba station could only operate for two hours per day, due to regular load

shedding. The transmission mains and most of the city reservoirs were also rehabilitated and the loss of water in the network between Gaba and the main reservoirs dropped drastically from 25% to 10%. However, the partial network rehabilitation carried out added even more pressure on the rest of the network, especially the old services lines. Thus the loss of water in the service network (i.e. after the main reservoirs) increased to 40% of the total production. This is coupled with the fact that some of the rehabilitation works were not adequately carried out. Some reservoirs, rehabilitated at the end of the 1980's under the Seven Towns Water Project are leaking.

Currently, alongside the structural rehabilitation of the water network, there is also an institutional development within National Water and Sewerage Corporation (NWSC). The NWSC operates practically, being both centralized and decentralized. The local offices are responsible for the domestic revenue collection and the daily network maintenance. The Kampala Area office is responsible for the network rehabilitation and

extension and for the revenue collection including that from institutions and Government. The working atmosphere you will find in NWSC offices also differs a lot with the rest of the administration. Time keeping, efficiency and motivation of the staff will strike any observer's eye. The management has also instituted a bonus earning system which is pegged to performance instead of the diverse allowances. Accordingly, this system has definitely had a positive impact on the staff productivity. In line with the Institutional Development, a training center was built in Kampala by a British company on a project funded by the World Bank. In 1986, a group of six Ugandan trainers, who already had an experience in water management, went for 7-month training in London. This group became the core staff of the NWSC training center. Also, in order to improve its finances and according to the World Bank policy, NWSC over the years, increased its water tariffs for example, in May 1984, the domestic tariff increased from 86 shillings to 700 shillings per cubic meter.

EMPHASISING CUSTOMER SATISFACTION

The Lira Area Experience

Compiled by Lira Area Management team

The customer care section in Lira Area has taken the lead in uplifting and maintaining the desired standards in regard to customer satisfaction. With the advent of the call centre as the recent approach in communication; the Area has greatly embraced the idea by capturing numerous customer complaints, inquires and complaints instantly and assigning them to the respective officers to take action. The impact has been considerable reduction in the response time to customer grievances.

The commercial section also deserves recognition for spearheading the campaign for Direct Debit (DD) scheme in the Area. Through their door-to-door visits, the Area has registered a considerable number of consumers into the scheme especially schools like Lira Town College, Lira central have already been incorporated into the scheme. Division of the Area staff into Revenue Collection Zones i.e. Adyel Division, Ojwina Division and Central Division with their respective Zone leaders has greatly improved the revenue collection.

Water Safety Plans
Furthermore, training for staff was carried out in Water Safety Plans and implementation has started in a bid to ensure good quality water at all times. The workshop attracted a cross section of Area staff.

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Mains Extensions

Extension of the sewerage network of about 950 meters along police road is in progress. Water network coverage is also increasing due to the extension of 1.5Km main from Telela Omitto and Camp David.

The strategy adopted by the Lira Area team is to provide quality service delivery in a bid to ensure customer satisfaction and consequently improvement in operational and financial performance.



THE IMPACT OF ORGANISATIONAL CULTURE ON THE PERFORMANCE OF ORGANISATIONS: The NWSC Experience

By Sylvia Tumuheirwe Alinaitwe -Area Manager Entebbe

Organisational culture is a philosophy that can in simple terms be defined as the total sum of organisation's traditions, policies and procedures as well as attitudes of the people in the organisation. Shaping organisational culture to achieve desired performance is an area that every Manager must devote considerable amount of their time to. Getting the formulae right will surely save Managers a lot of problems and stress in their lives as managers. Its importance in achieving of excellent performance cannot be undermined.

Many writers on management have come up with many models that can be employed to develop a desired organisational culture. One famous model is **MCKINSEY 7s MODEL**, developed by Peter and Waterman while they were working as McKinsey

consultants. It shows the linkage between the organisations behaviour and the behaviour of individuals within the organisations. An illustration of the model is provided below

The elements of Mckinsey 7s model as applied by NWSC - The writers view

Reflecting on this model, one may quickly try to relate it to NWSC culture especially how NWSC has applied its elements to build a culture that has enabled it to achieve excellent performance. The elements of the model can largely be categorised into hard elements and soft elements. Hard elements include structure, strategy and systems while soft elements include staff, style, skills and shared values. The soft elements are probably the most important in shaping cultures of organisations. I will however first

discuss the NWSC application of the hard elements, and later the soft elements.

Structure: Organisation structures determine divisions of tasks in the organisation as well as the hierarchy of authority from the most senior to the junior person. NWSC has successfully built a flat organisation structure despite her big size. NWSC currently operates in 22 wide spread towns with Engineering, Commercial and Customer Care, Accounts and Finance, Management Services, Auditing and Accounts and Finance functions in all of them. It has however successfully managed to create semi autonomous units throughout the organisation therefore ensuring fast decision making and fast service delivery. It has also been able, through, tailored programs to minimise bureaucracy and built teams that work effectively

Area Achievements & Initiatives

together to achieve the goals set by management of NWSC. The structure also encourages consultations between different functions of operations thus enhancing the team spirit further.

Strategy: In simple terms this means the way in which the organisation intends to achieve her objectives. NWSC has mainly applied a cocktail of strategies that are all geared at increasing access and maximising customer satisfaction. These can be demonstrated by the organisation's slogan of **"The customer is the reason we exist"**. The strategies are developed and implemented internally with all stakeholders becoming involved in the whole process. The strategies are developed in focus group discussion thus increasing ownership.

Systems: These are usually technical/ support systems of accounting, personnel, information management etc. Systems aid to achieve speedy and consistent operations. NWSC has done extremely well not only in putting systems in place but also in maintaining them and thus ensuring continuity. All functions of NWSC like Accounting and Finance, Human Resource, Commercial and Billing, Engineering etc. are well supported with clearly developed and defined systems. Procedures and policies are clear and functions like Billing, Customer Care, and Accounting

and Finance etc. have computerised software programs that support their efficient execution.

When it comes to soft elements of the model, NWSC has also done well in these areas.

- **Staff:** These are the people in the organisation. They have their own complex concerns and priorities but for the NWSC case, it attaches high value to her staff. This is done by ensuring that their concerns and priorities are catered for. The close working relationship between members of the Workers Union and Management explains this fact. NWSC boasts of an excellent working relationship with her union management for the betterment of her staff welfare.

- **Style:** This is defined as the way of working and attitudes of management. NWSC management style is not only developed by management but also in consultation with workers thus creating positive attitude.

- **Skills:** This simply refers to what one does well. Although a skill is not necessarily knowledge, the two go hand in hand. It is usually a lot easier to acquire skills once you have the relevant knowledge.

Skills usually come with experience and exposure. NWSC takes on staff with the relevant qualification thus knowledge and exposes them not only to their functions but also those of other departments, a system known as multi-skilling. In so doing a bank of skills is developed in all functions of the organisation thus ensuring continuity at all times.

- **Shared values:** These are the guiding beliefs of people in the organisation as to why it exists. It forms part of corporate culture. NWSC core values of ensuring satisfied customers, adequate network coverage, innovation, environment conservation etc. have gone a long way to ensure that NWSC is what it is today.

The 7s therefore have been well applied in a balanced manner to make NWSC a good service deliverer. The performance of NWSC can best be explained by the fact that in the just concluded year (2007) the organisation won the award of **"The most respected Public Utility organisation in East Africa"**. NWSC's Areas which form the arms of this organisation have continued to excel in service delivery mainly due to the proper application of the 7s. With the right culture now in place continuous improvements are almost a guarantee.

NWSC Office-Entebbe



Managing Customer Relations through the Introduction of Account Management

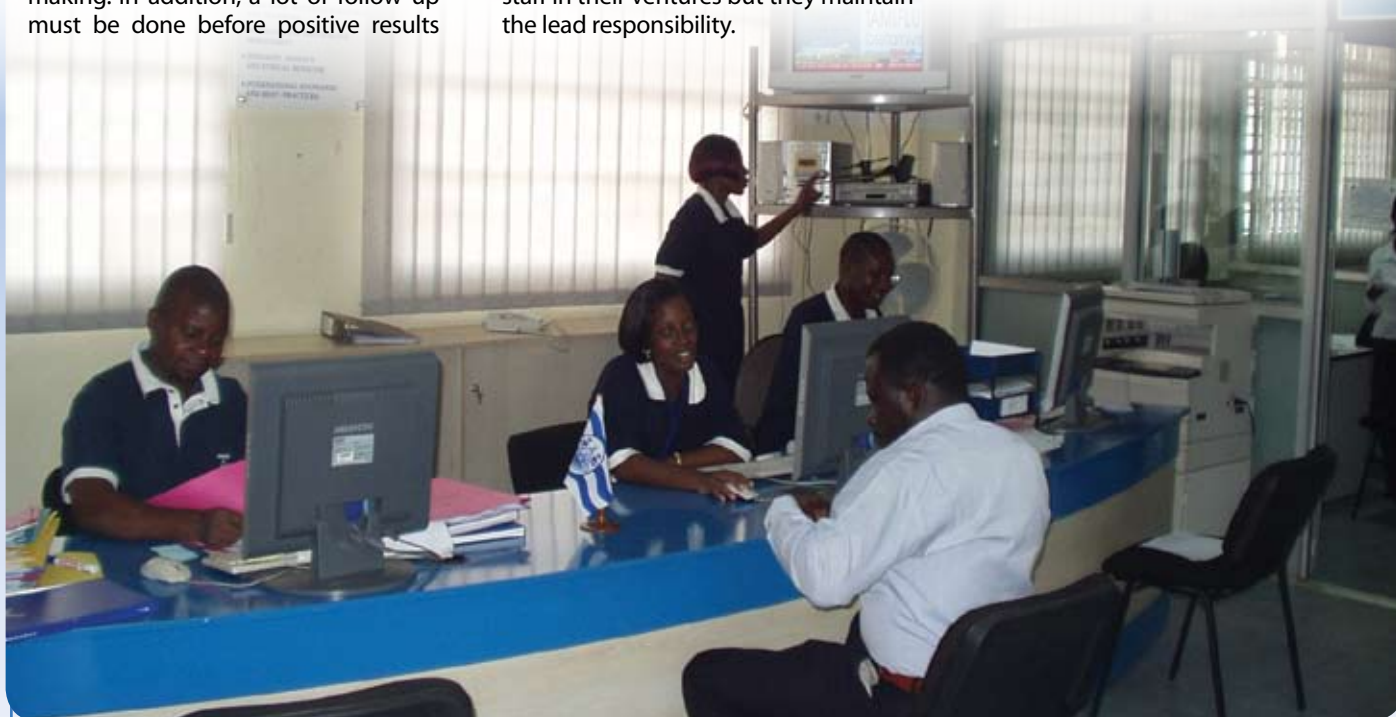
By Maureen Abakundaine - Area Manager - Mbale

Like many of the NWSC Areas, Mbale has used the method of "door-to-door collection". In fact this method is preferred so much that the currently Area developed performance program (COMB) is named purposely for it. In COMB, one of the key strategies was to rise and go out to our customers, overwhelm them with our presence in their neighborhood leaving no stone unturned (combing through). Through this aggressive move we would ensure that they all clear their bills. In short, we hoped to achieve so much through aggressive and purposeful "door-to-door collection". Six months down the road, we had walked for days on end, our soles were worn and our faces were drenched in sweat. And oh yes, there was some change in the bottom line, but not as much as we had hoped for. Basically, we were worse for wear and we needed to retreat, take stock recharge and re-attack.

Analysis of our field reports showed that they always read, '*customer off supply, customer out, gate closed, account not found, promised to pay on Monday...*' Most of the data collected was good but it requires more validation for decision making. In addition, a lot of follow up must be done before positive results

are attained. This was proving to be an overwhelming task for our Commercial section alone. It is in this vein that we introduced the concept of Account Management. Here, we aim to create a structure and system that strengthen our customer relationships by ensuring that each customer interaction is beneficial to us. In the Account Management system, every account has a manager whose responsibility is to ensure that the customer receives the right information, the right service and eventually promptly pays their bill. As such the accounts are divided amongst a number of managers to ensure ease of manageability. The manager handles and attends to their customers' issues at his/her own convenience but prepares a weekly report for presentation to the rest of the team. In the presentations, the managers share experiences and get advice from each other regarding follow up actions. Each Manager is empowered with all the tools that NWSC over time has put in place for example use of Promotional Materials, Agreements, Direct Debit, Debt Collectors, Warning Letters, SMS, Recommendation for Debt Write off; and they have the discretion to use any of these as they may see fit. They can also enlist the help of other staff in their ventures but they maintain the lead responsibility.

In March 2008, we selected 15 account managers and gave each of them 30 suppressed accounts and even though we say so our selves, the results have been amazing. We have welcomed back several long lost customers, some disconnected as far back as 2003 and they have paid their bills, we have discovered dry zones rotten pipes and dead ends that we knew nothing about, we have identified accounts that no longer exist in the field that need to be written off, and where we have failed to make headway we have sufficient information that will support the follow up action of debt collectors. But best of all, we have revamped our image in the eyes of those who thought that we had long abandoned them and that we did not care. We are preparing to adopt this system for all our accounts. Managers' territories will be based on block maps to ensure that new accounts are easily incorporated. By this we hope to achieve a degree of efficiency in customer follow up which could not be possible through door-to-door collection alone. While we will always think of door-to-door with nostalgia, and may be we might never really be able to completely say goodbye to it, Mbale feels that it is high time we upgraded it to our own ends.



Kabale Area surges on to greater heights



The Trophy and Cheque being passed on by the Area Manager to the Workers Union Chairman Kabale Area.

As always the beginning of a New Year is marked with jubilation, excitement and anxiety. It is a time for personal reflection. Many people make resolutions both personal and professional every 1st of January. While we still hold firmly onto our resolutions, the challenge lies in realizing them. In Kabale, the official resolution for this year is to improve operation efficiency. As if to confirm so, it was on 13th March 2008 when a 2-day performance evaluation workshop of the Areas was held, from which the Kabale Area performance reflected a positive pattern in line with the New Year's resolution.

On that day, presentations from the Heads of Divisions were made followed by discussions where many contributions regarding performance improvement strategies were shared by Area Management and Head Office. Also provided during the workshop was the opportunity for a demonstration on the digital meter reading equipment that was carried out by one of the suppliers from Kenya.

However, most exciting of all was at the end of the workshop, where awards are given to best performing Areas. Kabale Area was announced best performer with an award of US\$1,000,000 and a trophy in Administrative Efficiency. Reflecting back to the New Year resolution this was a realization of our drive towards achieving it.

In pursuit of fulfilling the resolution, management and staff of the Area are keenly following the billing trend to ensure that against all factors, it does not fall short of the target. The Area has undertaken the following strategies to ensure that the Billing continues to grow. These include:

- Carrying out field meter reading audits before billing takes place
- Replacing of all defective meters before meter reading takes place
- Billing of all newly connected customers within 30 days of connection.
- Persuasively wooing back all

disconnected customers to boost our billing and reduce on UFW.

The following strategies have also been adopted by the Area to ensure cost optimization during Area operations operating expenses are kept low through the following strategies:

- Maximizing on the pumpage during off peak hours so as to reduce on power bill
- Maintenance of low fuel consumption levels through effective planning of our fleet movements.
- Ensuring that the medical scheme adhered to following proper procedures already put in place.
- Enhance staff productivity through encouraging multi-skilling by the existing staff.

It is therefore hoped that with the implementation of the above strategies, the New Year's resolution of improving operational efficiency realized.

Prepaid Water System Availed to the Kampala Urban Poor

Compiled by J. B. Otema Adonga - Urban Pro Poor Manager



The General Manager, Kampala Water addresses a congregation during the visit of the German desk officer in charge of Uganda Mr. Wilke.

As a Public Utility the National Water and Sewerage Corporation (NWSC) has a mission to serve the Poor. It has established the Urban Pro Poor branch that coordinates all the urban poor clientele. The Urban Poor by NWSC description are those who possess the following characteristics,

- Household incomes of less than Ushs.80,000 (approximately US\$ 40) and in most cases earned on a day today basis
- Clustered settlements with high crowding index of 0.25-14 people per Household
- Very low water consumption of between 0-20 liters per day
- Customers who mainly use public water kiosks

The overall goal of the programme is to provide improved access to piped water services to poor households living in slum areas of Kampala city. Through provision of public water points and yard tap connections.

NWSC Pro poor WATSAN Programme Objectives

- Support NWSC to create internal capacity for pro poor planning.
- To improve access to safe water and sanitation services thru provision of WATSAN facilities at household and community level by 70%.
- Implement WATSAN services in informal settlements. Through community involvement
- Increasing awareness about water and sanitation issues and related health hazards amongst the urban poor communities especially those in the informal settlements & slum area of the city.
- To promote good hygiene and sanitation practices in the community through sensitization and education.
- To promote and strengthen the capacity of the community to manage and sustain the water & sanitation facilities.
- To monitor, evaluate and provide

feedback on sector policies and their impact on sustainable and equitable delivery of water and sanitation services thru coordination, networking and collaboration with other stakeholders like donors, NGOs and PSPs.

The project of the prepaid water system has started with the installation of the prepaid meters among the communities of Ndeeba and Kisenyi areas. Massive sensitization and project promotion is being effected by Urban Pro poor branch using the IEC social marketing techniques to encourage more poor consumers to apply and embrace the Pre paid meter technology. A number of international missions have made site visits to urban poor branch and they were well hosted beginning with the Nile River basin initiative Secretariat, SIDA from Swedish delegation and also German desk officer in charge of Uganda and Tanzania Mr. Wilke in March, 2008. The branch to date has connected 478 customers a direct contribution to the presidential manifesto under Yellow taps connections.



Administrative Professional Award in Africa won by NWSC Staff

Compiled by Hope Kasimbazi

*Executive Assistant NWSC, Quality Control Department
(The Personal Assistant of the Year in Africa)*

The specialized Management Development Institutions of International Renaissance Centre (IRC), Kenya in conjunction with Africa Renaissance Centre (ARC) of Mbabane, Swaziland, organized a five-day symposium on "Crafting for the future of Executive/Personal Assistants" for Executive/Personal Assistants at Silver Springs Hotel in Nairobi, Kenya from 23rd - 27th October, 2007. It brought together administrative professionals in Africa to share experience, exchange ideas and network.

At the closure of the Symposium, "Personal Assistant of the Year Award in Africa" was launched purposely to appreciate and recognize excellent performance and important role played by individuals in raising corporate productivity. This award was open to all African countries but only twenty countries responded. The management of National Water and Sewerage Corporation (NWSC) nominated the

Executive Assistant of Quality Control Department for the award. At the end of the proceedings, the Executive Assistant Ms. Hope Kasimbazi from NWSC emerged the overall winner for the highly contested award. Ms. Eva Ruhago, the Personal Assistant to the Country Director, UNDP, Tanzania was the runner up.

The winner received a rotational Award Plaque, a Personal Award, a Cash Prize of US\$1,500 and honorary membership admission to the Executive Assistant Network (EAN) worldwide. On top of that, she will frequently be invited to share the NWSC experience in seminars. Another obligation is to form a legal association of administrative professionals in NWSC and spearhead formation of a national one. Another responsibility involves bringing in new members to EAN as well as mentoring performance of their activities. This is one of the highest honours that are bestowed upon an Executive Assistant in Africa in the career of administrative

professionals. This recognition has laid a firm foundation in many careers and accelerated professional growth. It provides a clear sense of direction and dignity. However, winning the award was neither a miracle nor surprise but came out of hard work and determination.

I wish to express my gratitude to the initiators and organizers of this award, whose theme recognizes and acknowledges individual's exemplary performance that deserves special recognition. It is an instrument of inspiration and motivation that is programmed to promote and encourage excellent productivity and commitment. The award acts as an important and good tool for corporate identification and promotes organization's image. It therefore enables comprehensive representation of various countries and corporations in the best possible way. I also wish to thank the Management of NWSC for nominating and exposing me to this opportunity.

NWSC Performance Score Card

Area		March Performance				February Performance				January Performance			
		UFW	WR	CE	Incentive Earned ('000Ushs)	UFW	WR	CE	Incentive Earned ('000Ushs)	UFW	WR	CE	Incentive Earned ('000Ushs)
Kampala	Actual	42	58	85	66,665	35	41	85	104,356	40	40	85	72,285
	Target	32	32	91	200,000	34	32	89	200,000	34	34	89	200,000
Jinja	Actual	20	45	84	8,461	21	44	83	19,550	20	33	83	961
	Target	16	41	85	67,532	15	38	90	67,532	15	38	90	67,532
Entebbe	Actual	18	58	92	0	16	58	92	27,801	19	58	92	2,143
	Target	17	41	94	50,818	17	41	94	50,818	17	41	94	50,818
Mbale	Actual	7	94	86	0	7	61	88	25,816	9	65	88	0
	Target	8	64	94	50,833	8	64	94	50,833	8	64	94	50,833
Mbarara	Actual	14	58	98	1,236	15	56	97	15,836	18	64	97	0
	Target	13	53	97	49,525	13	65	97	49,525	13	65	97	49,525
Masaka	Actual	24	64	89	12,435	25	78	88	0	26	83	87	0
	Target	23	81	89	33,898	23	81	89	33,898	23	78	87	33,898
Tororo	Actual	11	149	96	0	11	78	95	8,726	14	58	94	0
	Target	9	61	90	25,689	9	61	90	26,247	9	61	90	26,247
Soroti	Actual	27	78	81	1,209	25	75	79	10,430	33	73	78	0
	Target	28	68	80	26,217	28	68	80	26,217	28	68	80	26,217
Arua	Actual	6	67	97	0	3	100	97	0	5	74	97	1,327
	Target	10	61	98	31,076	10	61	98	31,076	10	61	98	31,076
Gulu	Actual	6	57	95	0	5	59	95	7,776	7	65	95	0
	Target	5	51	96	28,964	5	51	96	28,964	5	51	96	28,964
Bushenyi	Actual	99	104	100	0	19	117	98	447	16	110	98	0
	Target	13	94	99	26,247	15	105	98	26,247	15	105	98	26,247
Kabale	Actual	10	58	99	0	14	70	99	0	10	75	99	0
	Target	8	65	99	20,168	8	65	99	20,168	8	65	99	20,168
Lira	Actual	9	55	90	341	11	75	89	0	9	61	89	2,031
	Target	8	55	92	28,525	8	55	92	28,525	7	64	91	28,525
Fort Portal	Actual	25	78	96	46	29	58	96	2,874	26	62	95	1,699
	Target	20	60	99	20,429	20	60	99	20,429	20	73	98	20,429
Kasese	Actual	24	87	97	577	27	71	97	1,657	32	66	97	1,680
	Target	18	62	97	20,429	18	62	98	20,429	19	63	98	20,429
Hoima	Actual	17	91	90	0	16	93	93	0	16	93	93	0
	Target	15	81	95	10,891	15	81	98	10,891	15	81	95	10,891
Lugazi	Actual	35	120	86	0	36	60	87	896	16	60	87	2,638
	Target	16	65	88	5,000	16	81	93	5,000	16	81	93	5,000
Masindi	Actual	11	81	83	0	15	82	82	0	15	82	82	0
	Target	10	85	88	18,712	10	85	88	18,712	10	85	88	18,712
Mubende	Actual	24	109	98	0	16	103	98	1,399	21	132	98	0
	Target	15	58	99	13,025	15	58	99	13,025	15	58	99	13,025

****Foot note:** UFW – Unaccounted for water, WR – working ratio, CE – Collection Efficiency

March 2008 Performance

Unaccounted for Water:	The March 2008 performance indicates only three Areas succeed in achieving their UFW targets. These were Mbale, Soroti and Arua. All the other areas fell short of achieving their targets.
Working Ratio:	Most Areas did not achieve their working ratio targets. Only the Areas of Masaka, Kabale, Lira and Masindi achieved their targeted performance.
Connection Efficiency:	All Areas with the exception of Mbarara, Tororo, Soroti and Bushenyi managed to achieve their targets during the month of March 2008.
Incentives Earned:	Most Areas did not managed to receive incentives during the March 2008. Only Kampala, Jinja, Mbarara, Masaka, Soroti, Lira, Fort portal and Kasese Areas earned incentives for the month.

February 2008 Performance

Unaccounted For Water:	During the month of February 08, most Areas did not achieve their UFW targets. Only the Areas of Entebbe, Mbale, Soroti, Arua and Gulu achieved their monthly targets.
Working Ratio:	Mbale, Mbarara, Masaka, Fort portal, Lugazi and Masindi Areas achieved their working ratio targets. The other Areas fell short of achieving their targets.
Connection Efficiency:	All Areas with the exception of Tororo Area managed to achieve their connection efficiency targets for the month.
Incentives Earned:	Most Areas managed to receive incentives during the month of February 2008. Only Masaka, Arua, Kabale, Lira, hoima and Masindi Areas did not attain any incentives.

January 2008 Performance

Unaccounted For Water:	The performance for January 2008 indicates that most Areas did not succeed in obtaining their UFW targets. Only the Areas of Arua and Lugazi achieved their UFW targets.
Working Ratio:	Jinja, Mbarara, Tororo, Lira, Fort portal, Lugazi and Masindi Areas achieved their working ratio targets. The other Areas fell short of achieving their targets.
Connection Efficiency:	All Areas with the exception of Tororo achieved their connection efficiency target during this month.
Incentives Earned:	Only the Areas of Kampala, Jinja, Entebbe, Arua, Lira, Fort portal, Kasese and Lugazi received incentives for the month.

Times of Temptation

By Sarah M. Tibatemwa

Principal Analyst, Quality Control Department

If any human being, flesh and blood claims he/she has never been tempted or has always overcome temptation, such a one is a liar! Such times come to all no matter what age or level of spirituality or self-discipline. Does it not surprise you that even Jesus Christ the Son of God was tempted! However the difference between Him and us is that the Bible tells us that although He was tempted He never sinned. Where does that live you and I? The fact is that temptation will surely come. Sometimes it is a big one and other times not so big. Big or small temptation is pretty relative. What matters is what one does when tempted or during times of temptation.

The word temptation in the English dictionary is described as 'enticement, lure, persuasion, inducement'. In other words, under normal circumstances one would not really do whatever, but one is under abnormal pressure to do it so as to get something out of it!

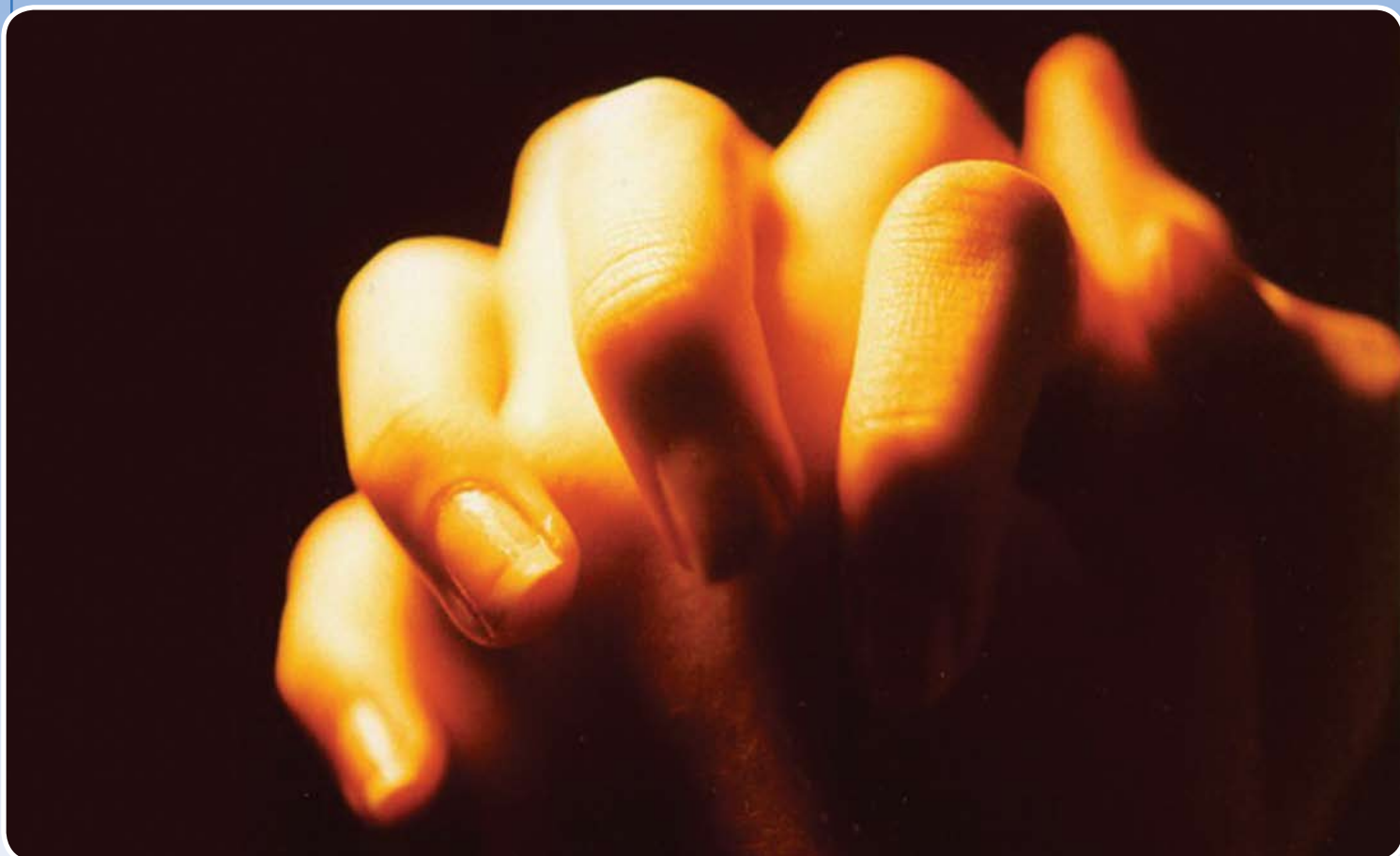
Surprisingly most times what one gets is temporary happiness and satisfaction, closely followed by lots of guilt! That is what happened to Mrs. Adam in the book of Genesis. Of course after you succumb and carry on long enough in that particular act your conscious dies and there may be no more guilt. Those are dangerous levels and are better avoided. We are all sometimes tempted to do some ungodly things but should one succumb to the temptation, then they should ask God for forgiveness.

Having said all that, what is the remedy for temptation? One thing is that temptation comes from our adversary the devil also known as Satan but God is the one who gives us the strength to resist Satan and overcome the temptation. You, in your human flesh and blood, cannot overcome temptation. It will take God's grace and strength for a human being to overcome temptation. Satan already knows the human weakness and will

always use them to tempt us. If not caught the temptation comes back, but this time for more! It goes on and on. Satan specializes in using appetites (read 'craving, longing, yearning') to tempt man. He used food with Eve, and he still does use it today in form of the pleasures of life. The other appetite he uses often is sex.

Ask God to strengthen you enough for you to resist the devil and he will surely flee from you. The initiative to ask for help from God is yours. You must first of all recognize and accept your inability to overcome temptation without divine intervention. Go ahead and ask Him to help next time you are beset by the devil in temptation.

Prayer for Today: Lead me not into temptation but deliver me from evil. (Matthew 6:13)



The Effective Manager: The Importance of the Human Resource Function in Organizations

By: Martin M. Lwanga Managing Consultant, Kampala

Upon joining Thirst Busters Drinks Ltd, Enoch Mbuga, noticed that the beverages firm lacked a Human Resource Manager. When he inquired who was handling human resource issues he was duly informed that it was someone in the Finance and Administration Department.

Now, Mbuga could understand that a typical small enterprise would have no need for a Human Resource Manager. Such organizations were typically cash strapped and had to find avenues for saving. But, for a mid-size organization, with about 50 staff, he found this very odd indeed. He called in Mr. Luyuyo, the Finance and Administration Manager, and queried why the position of Human Resource Manager was vacant.

"Well, the last girl we had in that position," Luyuyo explained, "was hardly doing anything which was adding much value. Yes, she could help us with payroll administration, sending people on leave and noting down people on sick leave. But then we wondered if these functions couldn't be performed by a clerical assistant in the Finance department."

"So, you are telling me human resource issues are now handled by an Accounts clerk?" Enoch asked.

"Yes!" Luyuyo nodded. "But of course under my diligent supervision."

Not only was Enoch taken back by the sexist language of his Finance and Administration manager, but he suspected he had no idea of the value of human resource. At any rate he ordered that the company had to create the human resource position henceforth. "I need the position advertised. We need a real Human Resource chief."

Shortly after hiring the first Human Resource Manager in Thirst Busters Drinks 5 year history, the top managers of the company assembled in their weekly meeting to deliberate over the company's business. However, before the meeting started, Enoch noticed that the Human Resource Manager had not been invited. He wanted to

know why.

"But Sir," Luyuyo shifted un-comfortably, "It was agreed that he reports to me and I don't see what much use he can bring to this table. We have the Legal, Marketing and Operations Managers already represented. If there are human resource issues in their department they can present them!"

"Is that how everybody here feels?" Enoch asked the other heads of division and was met with nods of approval.

At that point Enoch realized he had to do some explanation to his team. "Let me begin by telling you all that having been recruited to raise the performance of this organization our new strategy starts with how we value and treat people. For that matter we need a Human Resource specialist to help us develop the right performance management system and have it administered.

"Further, we need to change the culture of this organization from mediocrity to one that strives for excellence. The Human resource chief will help us identify those values we need to shape and reward if we are to achieve excellence.

"We also need to change our organizational structure so that it is customer focused. I understand that as a company we are falling behind because we are now obsessed with internal hierarchies and it is about time we restructured into a more fluid customer driven organization. A Human resource chief will lead us in this process.

"Because the success of this company revolves around people," Enoch went, "we need to invest in leadership development. We must measure our skill gaps and develop steps to develop the right competencies amongst staff. I need a Human Resource Chief to help us draw up this plan."

From personnel to Human Resource

At the beginning of the last century most average sized companies had

personnel officers who specialized more in bridging the gap between top management and bellicose staff. The typical personnel staff would spend day's firefighting, counseling staff from striking, issuing pay slips, approving leave, arranging company picnics and distributing uniforms. But over time many began to realize that if an organization was essentially built around people then there was a need to have a function that went beyond mere clerical assignments. Human Resource is about developing a people strategy in realizing organizations objectives.

Today's human resource chief is less concerned with ordering caskets for deceased staff and more with executing salary surveys to see how the organization can develop a staff retention strategy. The former CEO of General Electric, Jack Welch, built the company into one of the best performing companies of the twentieth century by establishing rigorous staff appraisal systems sorting out non-performers from performers who were rewarded handsomely.

In 2000 when Robert Nordelli arrived at Home Depot, a US based hardware retail chain, one of his first tasks was to recruit a human resource chief, Denis Donovan, whose brief was to reshape the company's culture. Together they developed new strategies on staff development, performance management, benefits and employment retention plan that have been the source of the company's excellent performance.

In spite of the changes from personnel to human resource, experience shows that many organizations are still stuck in the old mode. This is at times a result of lack of knowledge by heads of organizations how critical people are to an organization's drive towards success. In other instances there are also people in human resource who other than major in developing people-driven strategy specialize in the old clerical roles of organizing staff parties.

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NWSC External Services
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Wise Sayings

A brother may not be a friend, but a friend will always be a brother. - *Ben Franklin (1706-1790)*

A cat in gloves catches no mice. - *14th Century French Proverb*

A man who never made a mistake, never made anything.
- Unknown

A man who asks is a fool for five minutes. A man who never asks is a fool for life. - *Chinese Proverb*

A horse may run quickly but it cannot escape its tail. -
Russian proverb

Don't say amen to an unacceptable prayer. - *Turkish Proverb*

Failure is a teacher; a harsh one, but the best. - *Thomas J. Watson Sr. (1874-1956)*

Jokes

1

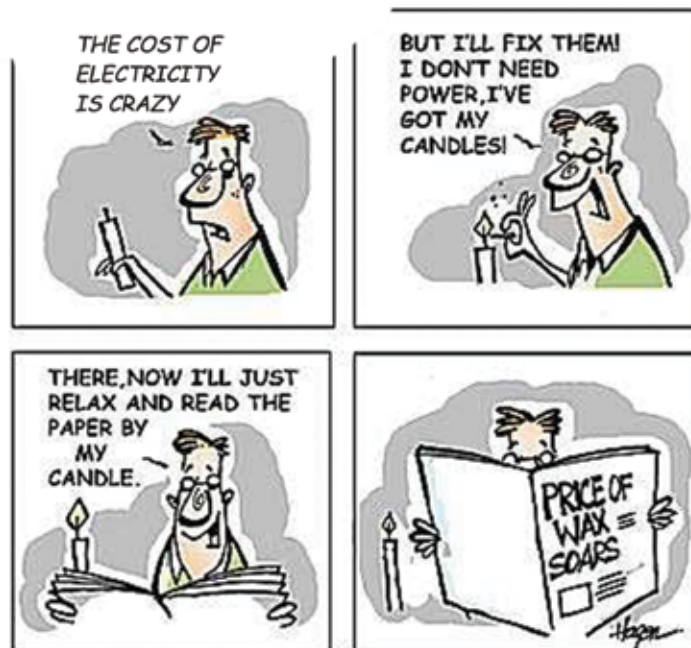
A young boy asks his Dad, "What is the difference between confident and confidential?"

Dad says, "You are my son, I'm confident about that. Your friend over there is also my son, that's confidential!"

2

A team of people were required to measure the height of a flag pole. They only had a measuring tape, and were getting quite frustrated trying to keep the tape along the pole. It kept falling down, etc. A mathematician comes along, finds out their problem, and proceeds to remove the pole from the ground and measure it easily. When he leaves, one engineer says to the other: "Just like a mathematician! We need to know the height, and he gives us the length!"

Humour





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Plot 39 Jinja Road, Kampala
P.O. Box 7053 Kampala-Uganda
Tel: +256 414 315 100
Fax: +256 414 256 929
E-mail: watereditorial@nWSC.co.ug
Website: www.nWSC.co.ug